

Class 12

Business Studies

Chapter - 6

STAFFING



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Staffing

Staffing is concerned with the recruitment, selection, placement, training, growth and development of all the members of the organization



Right
Person



Right
Job



Right
Time

Placing the right person on the right job at the right time is called staffing

Staffing



Right
Person



Right
Job



Right
Time

Importance of Staffing



Importance of Staffing

1

Competent personnel

Staffing helps to find out competent persons for various jobs



Importance of Staffing

2

Higher performance

Higher performance by placing the right person on the right job



Importance of Staffing

3

Survival and growth

Survival and growth of the business by providing proper training and development to the future managers



Importance of Staffing

4 Optimum utilisation of human resources

It is possible by ensuring the right number of persons on each job positions



Excess or shortage of staff is harmful to the business

Importance of Staffing

5

Job satisfaction

Job satisfaction and morale of employees can be improved through proper assessment and remuneration policies



Importance of Staffing

- 1. Competent personnel**
- 2. Higher performance**
- 3. Survival and growth**
- 4. Optimum utilisation of human resources**
- 5. Job satisfaction**



Features of Staffing

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Features of Staffing



Important managerial function

All other managerial functions such as planning, organising etc. depend on manpower, hence it is very important



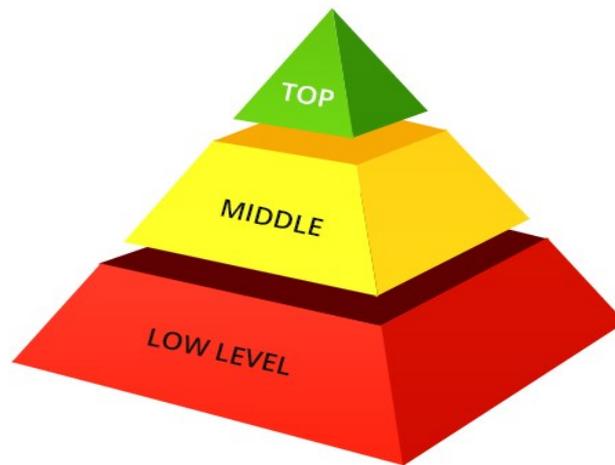
IMPORTANT

Features of Staffing



Pervasive

Managers at all levels and in all organisations perform staffing function



Features of Staffing



Continuous

It continues throughout the life of the organisation



Features of Staffing



Placement

Placing the right person on the right job is the motto of staffing



Features of Staffing

1. Important managerial function
2. Pervasive
3. Continuous
4. Placement





**Staffing as a part of
Human Resource
Management
(HRM)**

Human Resource Management (HRM)

Proper management of human resource in an organisation is called HRM



This duty is performed by a separate department which is called labour department or human resource department

Duties of H R M

1. Recruitment – search for qualified people.
2. Analysing jobs and collecting information about jobs
3. Developing compensation and incentive plans
4. Training and development of employees



Duties of H R M

5. Maintaining labour union – management relations
6. Handling grievances and complaints
7. Providing social security and welfare measures of employees
8. Defending company in law suits



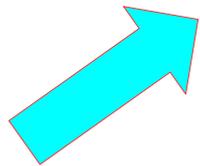


Evolution of Human Resource Management

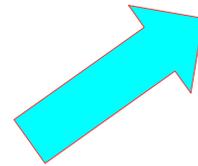
Evolution of H R M



Labour Welfare Officer



Personnel Manager



Human Resource
Manager

Steps in Staffing Process



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Steps in Staffing Process

1

Estimating the Man Power Requirements

Planning the number of employees required
and their qualifications



Steps in Staffing Process

2 Recruitment

It is a process of searching for prospective employees and stimulating them to apply for jobs in the organisation



Steps in Staffing Process

3 Selection

It is a process of choosing and appointing the right persons for various jobs



Steps in Staffing Process

4 Placement and orientation

These refer to the process of familiarizing the selected candidates with their work units, work groups, jobs and the organization and placing the right one on the right job



Steps in Staffing Process

5 Training and Development

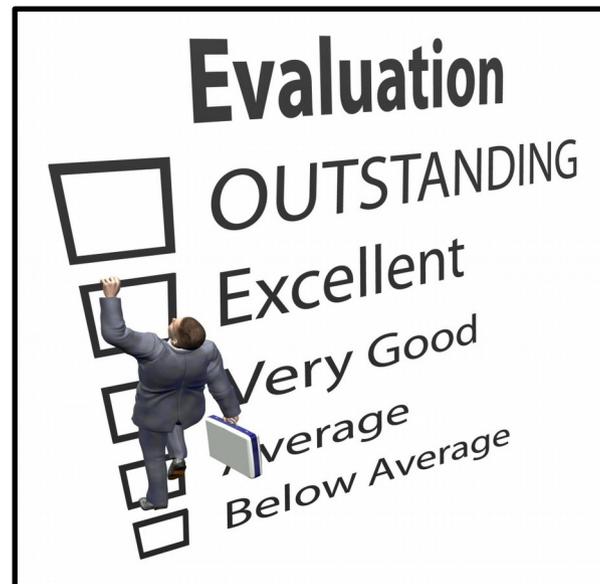
Training intended to improve knowledge, skills and attitudes of the employees regularly so as to enable them to perform better



Steps in Staffing Process

6 Performance appraisal

It is the periodic assessment of the performance of the employees to ensure that whether they are in conformity with standards



Steps in Staffing Process

7

Promotion

It means movement of an employee to a higher position



It gives the employees an opportunity to make use of their enhanced skill and encourages them to grow within the organization

Steps in Staffing Process

8 Compensation

It involves the determination of wages or salary and other benefits to the employees on the basis of nature of job, risk factors, responsibility, qualification, experience etc.



Steps in Staffing Process

1. Man Power Requirement

2. Recruitment

3. Selection

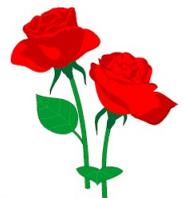
4. Placement & Orientation

5. Training & Development

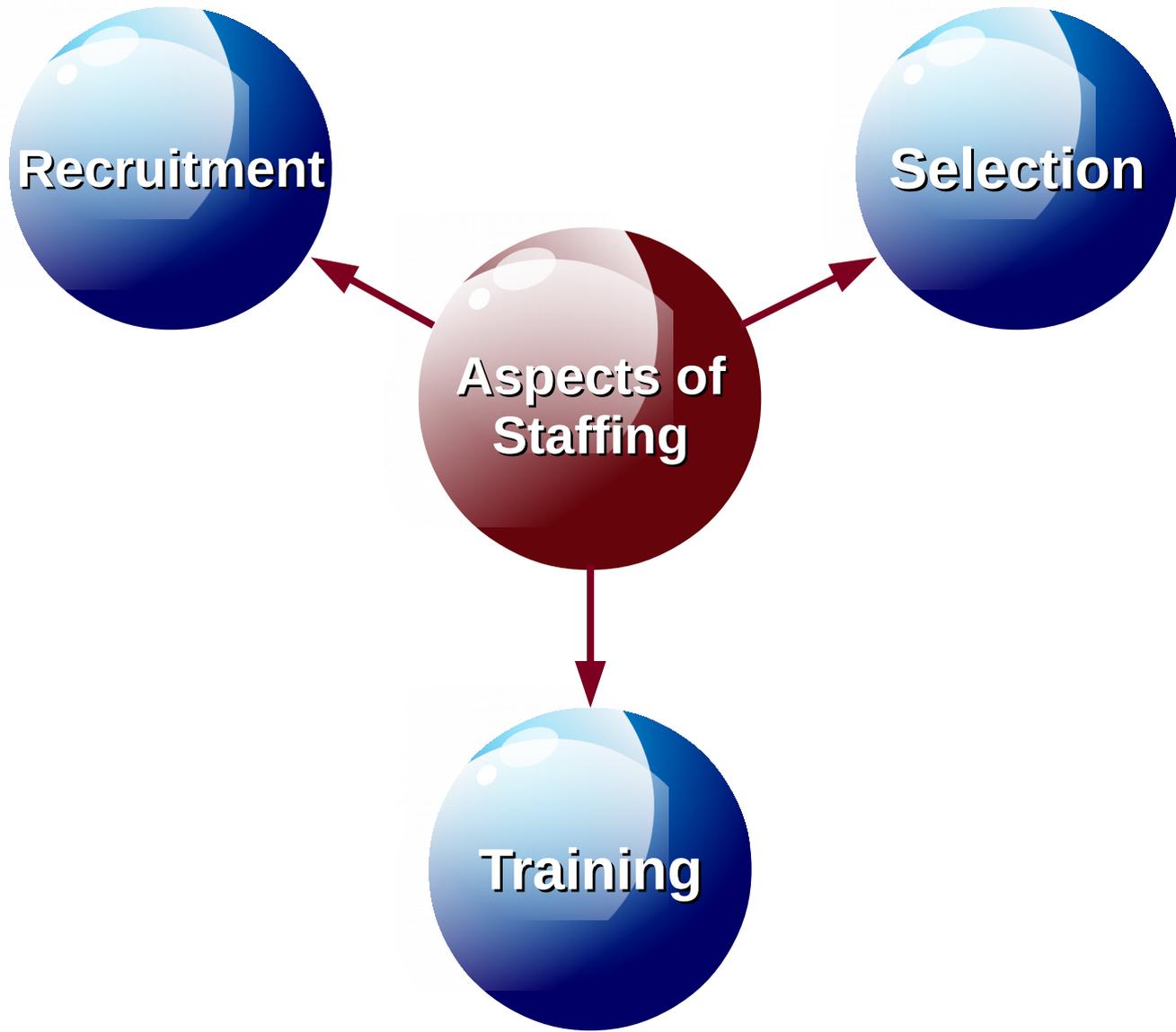
6. Performance Appraisal

7. Promotion

8. Compensation



Aspects / Elements of Staffing



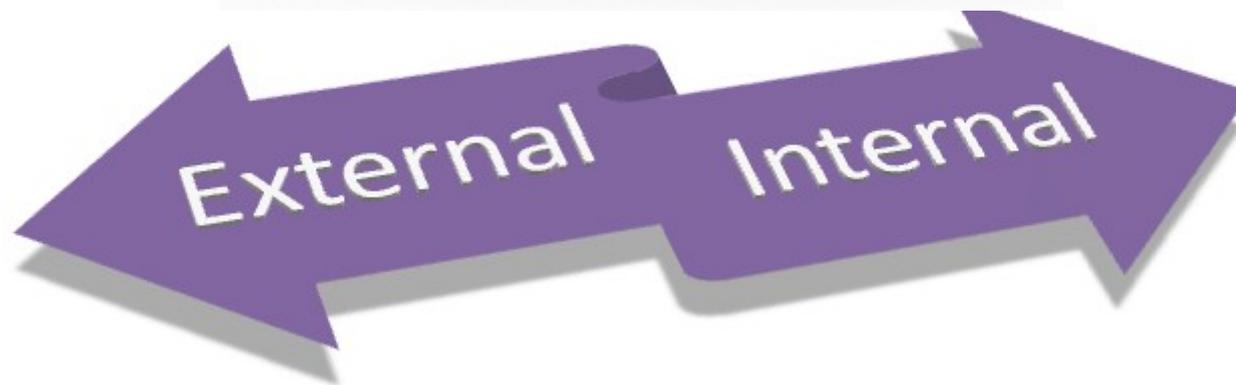
Recruitment

Recruitment

Recruitment is the process of searching for perspective employees and stimulating them to apply for jobs in the organisation



Sources of Recruitment



Internal Sources of Recruitment



Internal Sources of Recruitment

1. Transfer

It is concerned with shifting one employee from one job to another having similar status and responsibility



Features of Transfer

- a) Slight change in duties and responsibilities but no change in salary.
- b) Filling job positions from other departments where there are excess employees.
- c) Horizontal movement of employees.
- d) Transfer can be applied for training of employees for learning different jobs (job rotation).
- e) Does not increase the number of employees in the organisation.



Internal Sources of Recruitment

2. Promotion

It refers to shifting one employee from a lower position to a higher position



It carries higher status, greater responsibility, better facilities and more pay

Features of Promotion

- a) No increase in the number of employees.
- b) Vertical shifting of employees.
- c) Motivation for employees.



Advantages of Internal Sources

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Advantages of Internal Sources

1. Sense of Security

It creates a sense of security among the personnel



Advantages of Internal Sources

2. Loyalty

Builds loyalty among the employees



Advantages of Internal Sources

3. Employee Motivation

Motivates the employees for better performance



Advantages of Internal Sources

4. Economical

It is an economical source of recruitment



Advantages of Internal Sources

5. Employment Continuity

It ensures continuity of employment



Advantages of Internal Sources

6. Better Relations

It establishes better employer – employee relationship



Advantages of Internal Sources

7. Surplus and Shortage Rectified

It helps to rectify the surplus and shortage of employees in each department



Advantages of Internal Sources

8. Tool for Training

It is a tool for training to prepare the employees for higher positions



Advantages of Internal Sources

1. **Sense of Security**
2. **Loyalty**
3. **Employee Motivation**
4. **Economical**
5. **Employment Continuity**
6. **Better Relations**
7. **Surplus and Shortage Rectified**
8. **Tool for Training**



Disadvantages of Internal Sources

Disadvantages of Internal Sources

1. No Infusion of New Blood

It discourages capable persons from outside joining the organization



Disadvantages of Internal Sources

2. Lethargic

The employees become lethargic (lazy) when they are sure about time-bound promotion



Disadvantages of Internal Sources

3. Limited Number of Qualified Employees

Sufficient number of persons having required qualifications may not be available within the organization



Disadvantages of Internal Sources

4. No Spirit of Competition

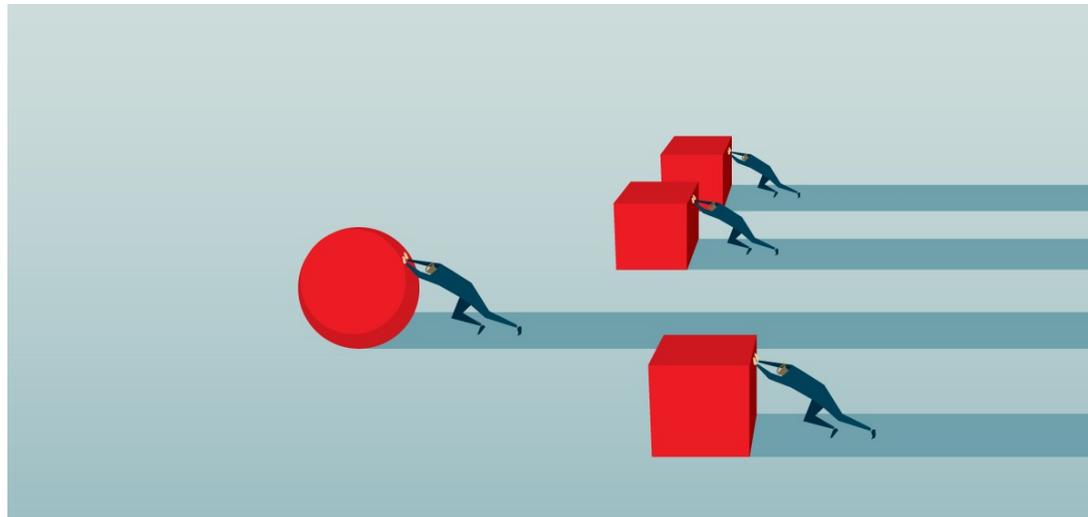
It hampers the spirit of competition



Disadvantages of Internal Sources

5. No Innovation

Not suitable for the posts requiring innovation



Disadvantages of Internal Sources

6. Favouritism and Partiality

It may encourage
favouritism and nepotism (partiality)



Disadvantages of Internal Sources

7. Reduction in Productivity

Frequent transfers and unscientific promotion causes reduction in productivity of the organisation



Disadvantages of Internal Sources

1. No Infusion of New Blood
2. Lethargic
3. Limited Number of Qualified Employees
4. No Spirit of Competition
5. No Innovation
6. Favouritism and Partiality
7. Reduction in Productivity

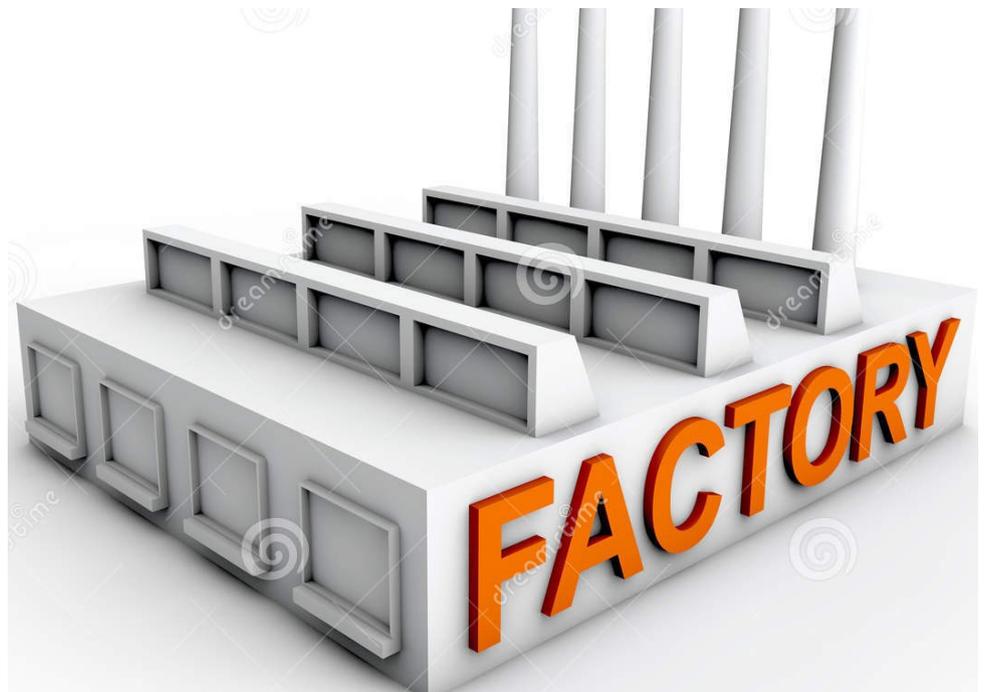


External Sources of Recruitment

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External Sources of Recruitment

It refers to the recruitment of candidates from outside the organization



External Sources of Recruitment

1. Direct recruitment

Under this method a notice is published on the notice board of the enterprise regarding job vacancies



The candidates are assembled on a particular date and the selection is done on the spot

External Sources of Recruitment

2. Casual callers from waiting list

Most of the employers are maintaining a database with details of applications received from casual applicants and it may be used as a source of recruitment



External Sources of Recruitment

3. Advertisement

It is the most effective means to search potential employees from outside the organization



External Sources of Recruitment

4. Employment Exchanges

This is a network of employment exchanges run by the government



Job seekers get themselves registered with these exchanges and their names will be supplied to the business organizations on the basis of their requisition

External Sources of Recruitment

5. Placement Agencies and Personnel Consultants

Some specialized agencies in the form of personnel consultancy services have been developed in recent times



These agencies also undertake total functions of recruiting and selecting personnel on behalf of the employer and they charge fees for these services

External Sources of Recruitment

6. Campus interviews

Many organizations conduct preliminary search of employees by conducting campus interviews in universities and colleges



External Sources of Recruitment

7. Recommendations of Present Employees

Some employers treat the recommendations of their present employees as a useful source of recruitment



This ensures reliability and suitability for the post and it helps in boosting the morale of existing employees

External Sources of Recruitment

8. Labour Contractors

This is a method of hiring skilled, semi-skilled and unskilled workers



The contractors keep in touch with a large number of workers and bring them at the places where they are required

External Sources of Recruitment

9. Advertising on Television

This method of recruitment is gaining importance these days



The detailed requirements of the job and the qualities required to do the job are published by the organisations through television

External Sources of Recruitment

10. Web Publishing

It is now a common source of external recruitment

<https://www.naukri.com>

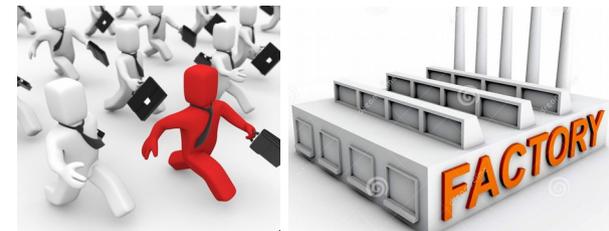


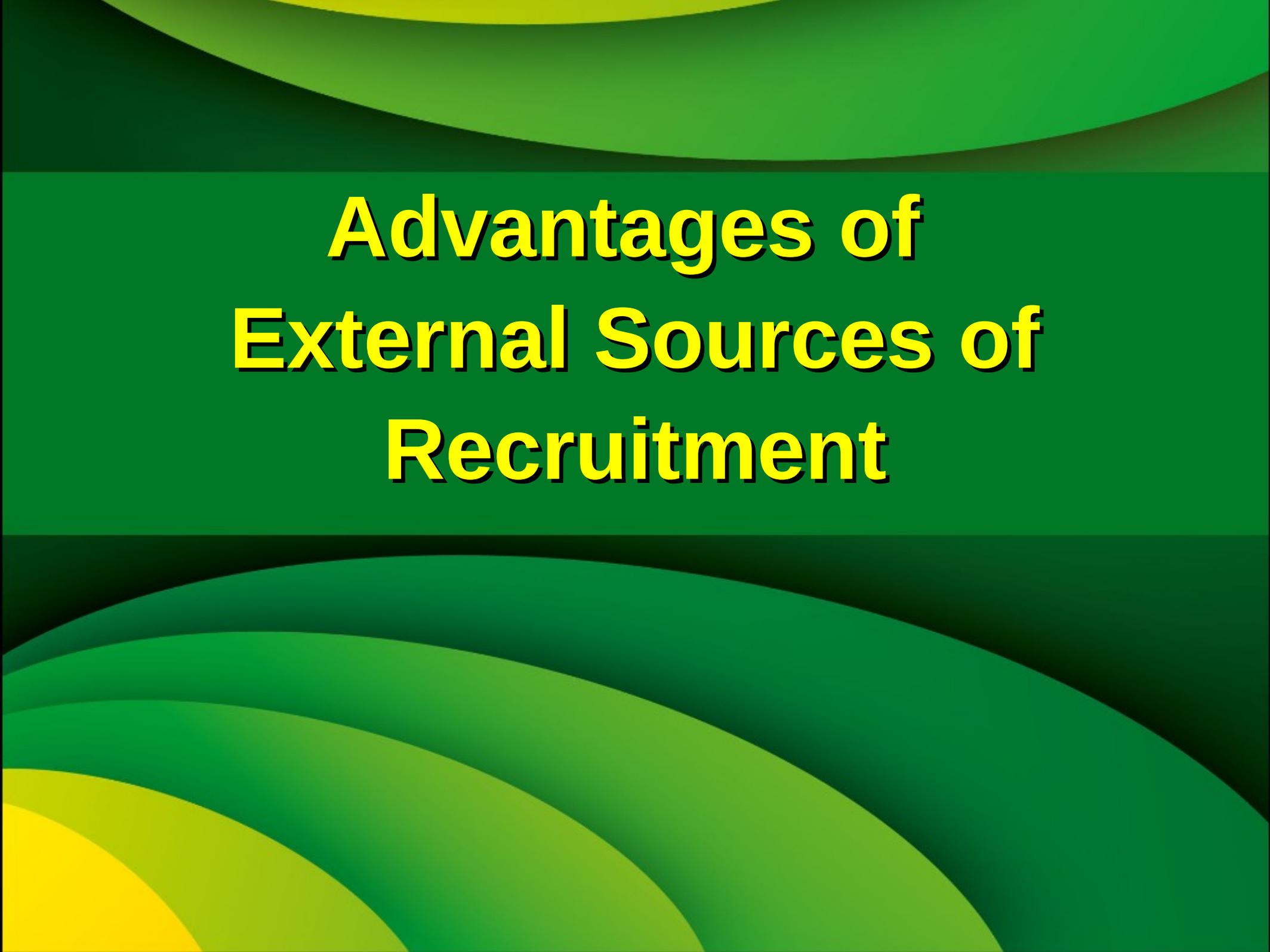
India's No 1 Job Site

There are certain sites like www.naukri.com, www.jobstreet.com etc. provide detailed information for both job seekers and job providers

External Sources of Recruitment

1. Direct recruitment
2. Casual callers from waiting list
3. Advertisement
4. Employment Exchanges
5. Placement Agencies and Personnel Consultants
6. Campus interviews
7. Recommendations of Present Employees
8. Labour Contractors
9. Advertising on Television
10. Web Publishing



The background features a series of overlapping, curved bands in various shades of green and yellow, creating a dynamic, layered effect. The colors transition from a bright yellow at the bottom left to a deep green at the top right.

Advantages of External Sources of Recruitment

Advantages of External Sources of Recruitment

1. Qualified and experienced personnel



Advantages of External Sources of Recruitment

2. Wide Choice



Advantages of External Sources of Recruitment

3. Fresh Talent – infusion of new blood



Advantages of External Sources of Recruitment

4. Competitive Spirit

There is an element of competition with the internal candidates



Advantages of External Sources

1. **Qualified and experienced personnel**
2. **Wide Choice**
3. **Fresh Talent**
4. **Competitive Spirit**

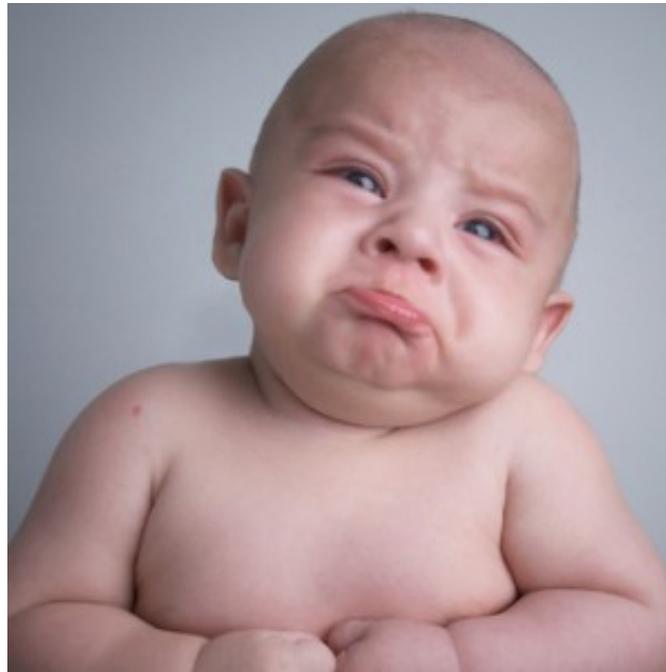


Disadvantages of External Sources of Recruitment

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Limitations of External Sources of Recruitment

1. Dissatisfaction and frustration among existing employees



Limitations of External Sources of Recruitment

2. Time consuming



Limitations of External Sources of Recruitment

3. Very costly



Limitations of External Sources of Recruitment

4. Uncertainty

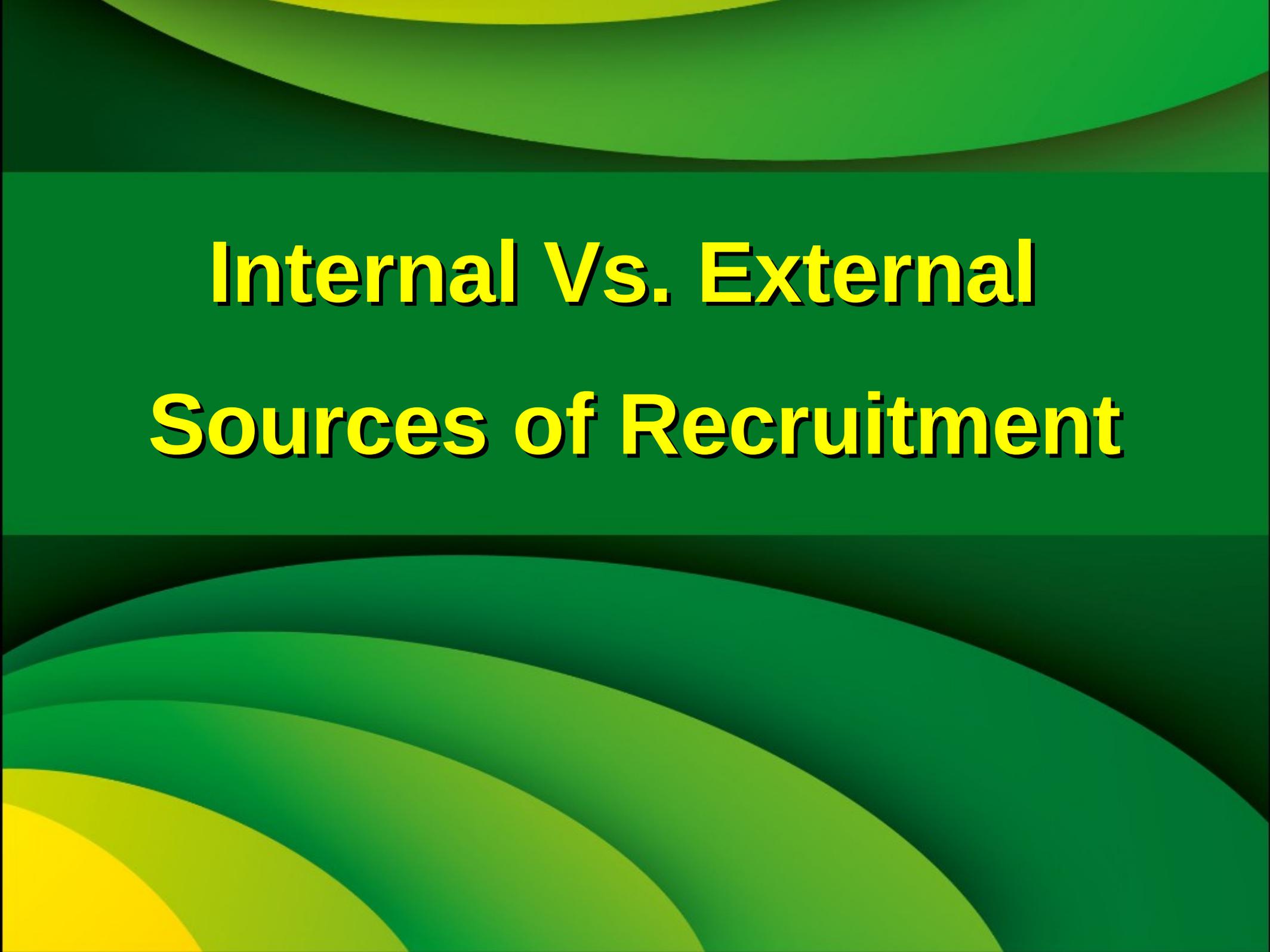
Qualified and experienced personnel may not be appointed



Limitations of External Sources

1. Dissatisfaction and frustration
2. Time consuming
3. Very costly
4. Uncertainty





Internal Vs. External Sources of Recruitment

Differences: Internal and External Sources

Internal Source	External Sources
Quick Process	Lengthy Process
Less expensive	Costly
Motivating staff members	Existing workers dissatisfied
Limited choice	Wide choice of candidates

The background features a complex, abstract geometric pattern of faceted, crystalline shapes in various shades of blue and purple. The shapes are three-dimensional, with sharp edges and flat surfaces, creating a sense of depth and movement. The colors transition from a deep, dark purple in the corners to a bright, vibrant cyan in the center, where the word 'Selection' is placed. The overall effect is modern and dynamic.

Selection

Selection

Selection begins where recruitment ends

It is the process of identifying the most suitable and promising candidates from the list of recruited persons



This is a negative process, where more candidates will be rejected than appointed

Differences: Recruitment & Selection

Recruitment	Selection
Searching for candidates	Choosing the right person among the candidates
Positive process	Negative process
Aims to create a large pool of applicants	Aims to ensure most competent people for jobs
It is a simple process	It is a complex process



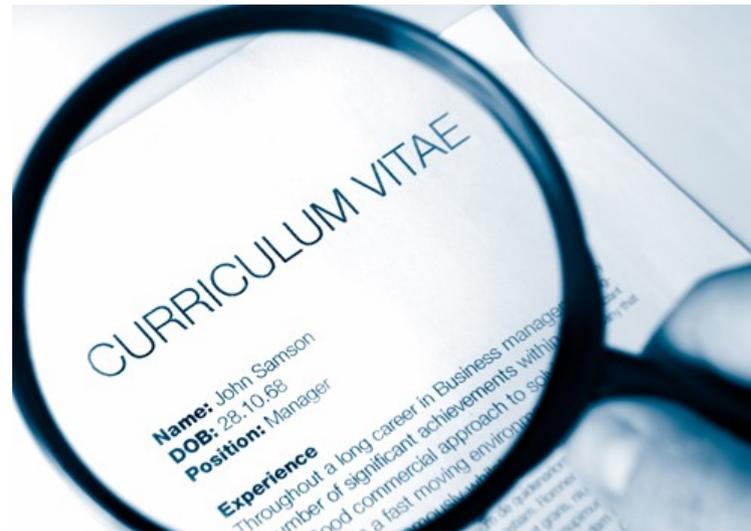
Selection Process

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Selection Process

1. Preliminary screening

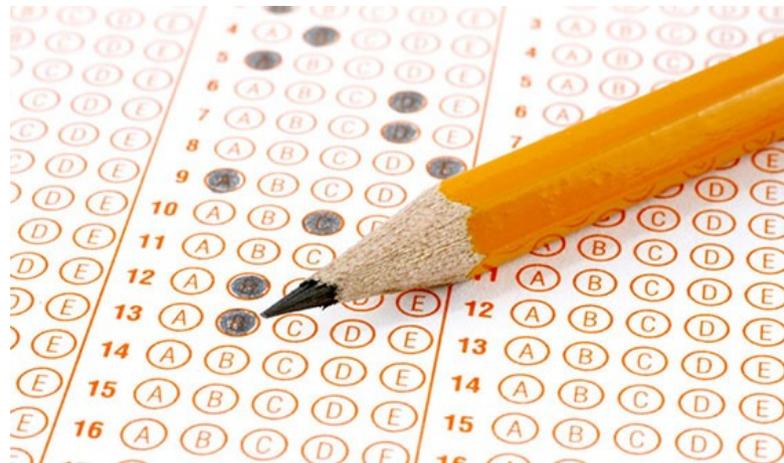
A careful screening of applications is done by a screening committee to eliminate the under qualified candidates



Selection Process

2. Selection Test

Tests are conducted to know the level of ability, knowledge, interest, aptitude etc. of a particular candidate



Types of Tests

- a. Intelligence test
- b. Trade test
- c. Aptitude test
- d. Interest test
- e. Personality test



Types of Tests

a. Intelligence Test

To measure the level of intelligence



Can You Solve This?
Viral "IQ Test"

$$11 \times 11 = 4$$

$$22 \times 22 = 16$$

$$33 \times 33 = ?$$

Types of Tests

b. Trade Test

This test is conducted to check whether the candidate is suitable for that particular trade



For example, to select a driver, candidates' knowledge and technical skill in driving are tested

Types of Tests

c. Aptitude Test

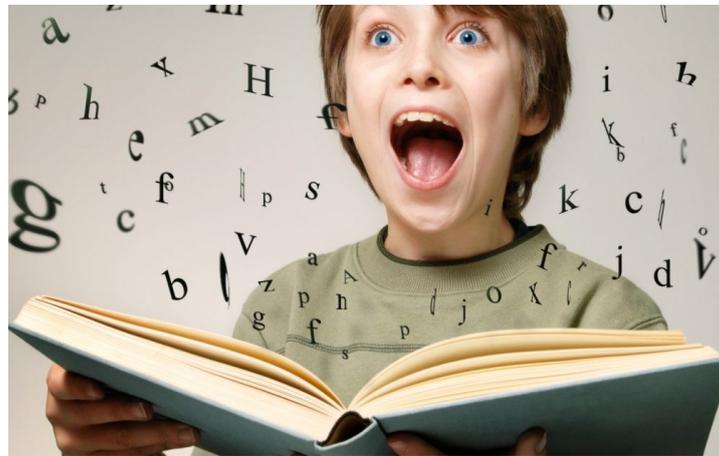
To measure the potential for learning new skills



Types of Tests

d. Interest Test

To check the interest or involvement of a person on the job



Types of Tests

e. Personality Test

To evaluate an individual's emotions, reactions, maturity, values etc.



Selection Process

3. Interview

Detailed interviews are undertaken to seek more information from the candidate



This gives the employer to observe the candidate and to assess his level of confidence to take up the job

Usually it is done by an expert interview board

Selection Process

4. Checking References

Reference is a source from which useful information on the candidate can be sought



It may be the names of some outstanding persons, teachers, present employees etc. who know about his experience, skill ability, character etc.

Selection Process

5. Selection decision

Final decision is made by the concerned manager based on the performance of the candidates in all the above steps



Selection Process

6. Medical Examination

The physical fitness of the candidates is checked through medical examination



Some organizations undertake medical examination even before testing, for example, armed force, Police etc.

Selection Process

7. Job offer

After a candidate has cleared all the above hurdles will be appointed through an appointment letter to join the organisation before a specific date



Selection Process

8. Contract of employment

After the appointment is accepted by the candidate, certain documents are to be executed by the employer and the candidate, in which all the terms and conditions regarding the employment will be specified such as job title, duties and responsibilities, pay scale, allowances, work rules, termination method etc.



Selection Process

1. Preliminary screening
2. Selection Test
3. Interview
4. Checking References
5. Selection decision
6. Medical Examination
7. Job offer
8. Contract of employment



Training & Development

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Training

“Training is the art of increasing the knowledge and skill of an employee for doing a particular job.”

Its purpose is to enable them to do their jobs better



A capable and competent person may not do the best on his job unless he is systematically trained

Development

It involves the growth of an employee in all respects, like personality development, motivation for growth, career planning etc.



Thus employee development is more future oriented and concerned with education than employee training



Importance of Training & Development

Importance of Training & Development

1

Benefits to the Organisation

Reduce wastages



Importance of Training & Development

2

Benefits to the Organisation

Enhance
productivity



Importance of Training & Development

3

Benefits to the Organisation

Equips the future managers



Importance of Training & Development

4

Benefits to the Organisation

Reduces
absenteeism and
employee turnover



Importance of Training & Development

5

Benefits to the Organisation

Effective response towards changing environment



Importance of Training & Development

1



Benefits to the Employees

Better career prospects through improvement in skills and knowledge

Importance of Training & Development

2



Benefits to the Employees

Higher earnings through better performance

Importance of Training & Development

3

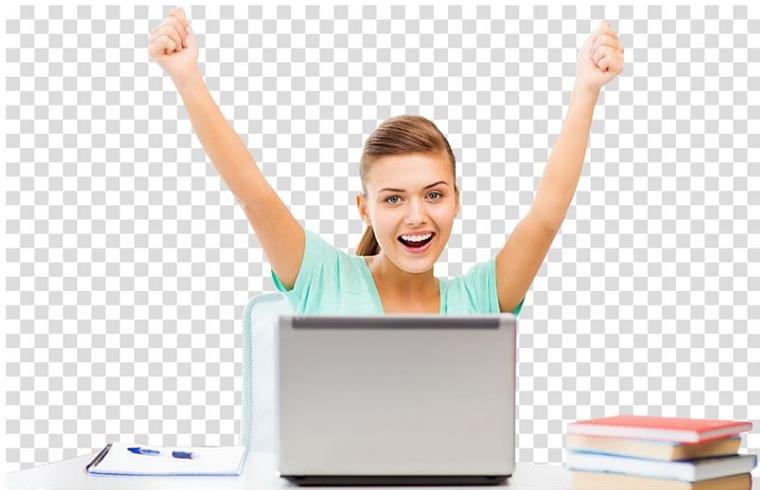


Benefits to the Employees

Less accidents due to higher efficiency

Importance of Training & Development

4



Benefits to the Employees

Increased employee morale and job satisfaction

Importance of Training & Development

Benefits to the Organisation	Benefits to the Employees
Reduce wastages	Better career prospects through improvement in skills and knowledge
Enhance productivity	Higher earnings through better performance
Equips the future managers	Less accidents due to higher efficiency
Reduces absenteeism and employee turnover	Increased employee morale and job satisfaction
Effective response towards changing environment	---

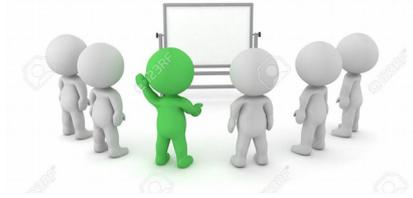
Differences:

Training & Development

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Training Vs. Development

1



Training

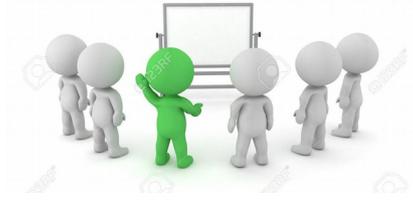
It is an organised activity of increasing knowledge and skills

Development

It is a process of learning and growth

Training Vs. Development

2



Training

It enables the employees to do the job better

Development

It enables the overall growth of an employee

Training Vs. Development

3



Training

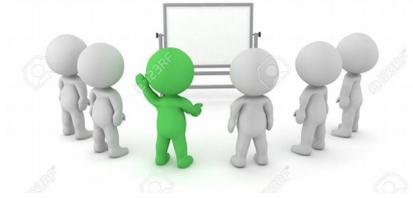
It is limited in scope

Development

It is a wider term and includes education and training

Training Vs. Development

4



Training

It is a job-oriented process

Development

It is a career oriented process

Importance of Training & Development

Training	Development
It is an organised activity of increasing knowledge and skills	It is a process of learning and growth
It enables the employees to do the job better	It enables the overall growth of an employee
It is limited in scope	It is a wider term and includes education and training
It is a job-oriented process	It is a career oriented process



**Training, Education
&
Development**

Training, Education & Development

Training	Education	Development
<p>Aptitudes, skills and abilities of employees to perform specific jobs are increased</p>	<p>Education imparts qualities of mind and character and understanding of the basic principles</p> <p>Education is broader than training</p>	<p>Growth of an employee in all respects</p>

Training Methods

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**Training
Methods**

**On the Job
Training**

**Off the Job
Training**

Training Methods

1. On the Job Training

Under this method training is imparted among the employees while they are engaged in their work

Here the employees learn by doing



It includes job rotation, apprenticeship, coaching, committee assignments etc.

On the job training

a. Apprenticeship Programmes

Under this, both knowledge and skills in doing a job are imparted

Here the trainee is put under the supervision of an experienced person in this field



This method is more suitable in electrical work, mining etc.

On the job training

b. Coaching

In this method, a senior manager guides and instructs the trainee as a coach



The coach periodically reviews the progress made by the trainees and suggests change if required

On the job training

c. Internship Training

A vocational institute enters into an arrangement with a business enterprise to provide practical knowledge to its students

It is intended for providing practical experience to the students in their fields



Eg: MBA students undertake project work in business enterprises, engineering students to industrial enterprises, Medical students to hospitals etc.

On the job training

d. Job Rotation

The trainee is systematically shifted to various jobs so that he can gain the experience on each of them



On the Job Training Methods

1. Apprenticeship Programmes

2. Coaching

3. Internship Training

4. Job Rotation



Training Methods

2. Off the Job Training

This is concerned with imparting training to employees outside the actual work place

The employees can concentrate on training alone since they are away from the work place



Eg: Class room lectures, conferences, case study methods, films, TV shows, etc.

Off the Job Training Methods

a. Classroom lectures / conferences

It is suitable to convey information, rules, procedures and methods



Off the Job Training Methods

b. Film shows

It can be used to provide information through demonstration



Off the Job Training Methods

c. Case study

Cases are actual experiences which managers confronted while discharging their duties

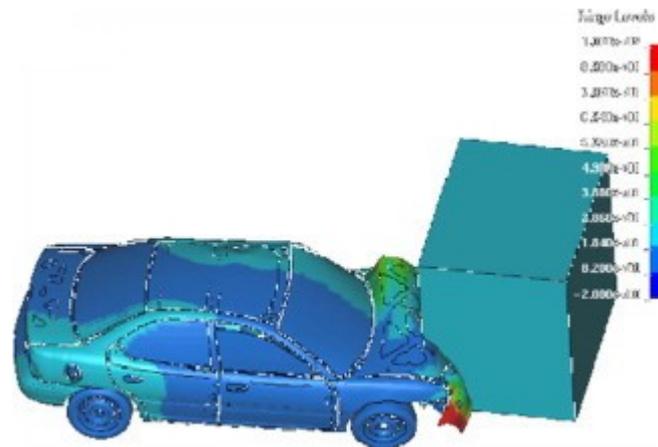


Trainees are asked to study the case and to determine the problems and their solutions

Off the Job Training Methods

d. Computer modelling

With the help of computer programming the realities of jobs are imitated and the trainees get an opportunity to familiarise the situation, so that they will be able to minimise the mistakes in real job situations



E.g., a computer model can be used to test how safe the design of the car is in a crash, building demolition etc.

Off the Job Training Methods

e. Vestibule Training

In this case an actual work situation is created in a classroom



Employees use the same materials and equipments for training

Off the Job Training Methods

f. Programmed instructions

This is a method of presenting a new subject to the trainees in a graded sequence (simple to complex)

Programmed Learning

➤ *Programmed instruction (PI)*

– A systematic method for teaching job skills involving:

- Presenting questions or facts
- Allowing the person to respond
- Giving the learner immediate feedback on the accuracy of his or her answers

➤ *Advantages*

- Reduced training time
- Self-paced learning
- Immediate feedback
- Reduced risk of error for learner

Trainees work through the programmed material (text books or computer programs) by themselves at their own speed and after each step test their comprehension by answering some questions

Off the Job Training Methods

1. Classroom lectures / conferences
2. Film shows
3. Case study
4. Computer modelling
5. Vestibule Training
6. Programmed instructions



On the Job Training

1. Apprenticeship
2. Coaching
3. Internship
4. Job Rotation

Off the Job Training

1. Lectures
2. Film Shows
3. Case Study
4. Computer Modelling
5. Vestibule Training
6. Programmed Instructions

Thanks

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